

# New World Symphony, Inc.

**Project Title:** General Program Support 2020

**Grant Number:** 20.c.ps.102.282

**Date Submitted:** Thursday, May 31, 2018

## A. Cover Page Page 1 of 10

### Guidelines

Please read the current Guidelines prior to starting the application: 2019-2020 General Program Support Grant Guidelines

### Application Type

**Proposal Type:** Discipline-Based

**Funding Category:** Level 3

**Discipline:** Music

**Proposal Title:** General Program Support 2020

## B. Contacts (Applicant Information) Page 2 of 10

### Applicant Information

- a. **Organization Name:** New World Symphony, Inc. 
- b. **FEID:** 59-2809056
- c. **Phone number:** 305.673.3330
- d. **Principal Address:** 500 17th Street Miami Beach, 33139-1862
- e. **Mailing Address:** 500 17th Street Miami Beach, 33139-1862
- f. **Website:** [www.nws.edu](http://www.nws.edu)
- g. **Organization Type:** Nonprofit Organization
- h. **Organization Category:** Other
- i. **County:** Miami-Dade
- j. **DUNS number:** 191468685

### 1. Grant Contact \*

**First Name**

Julisa

**Last Name**

Fuste

**Phone**

305.428.6728

**Email**

[julisa.fuste@nws.edu](mailto:julisa.fuste@nws.edu)

### 2. Additional Contact \*

**First Name**

Howard

**Last Name**

Herring

**Phone**

305.428.6720

**Email**

howard.herring@nws.edu

**3. Authorized Official \***

**First Name**

Howard

**Last Name**

Herring

**Phone**

305.428.6720

**Email**

howard.herring@nws.edu

**4. National Endowment for the Arts Descriptors**

**Applicant Status**

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Organization - Nonprofit

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**Institution Type**

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School of the Arts

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**Applicant Discipline**

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Music

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**5. Department Name**

## C. Eligibility Page 3 of 10

### 1. What is the legal status of the applicant? \*

- ☐ Public Entity
- ☒ Nonprofit, Tax-Exempt
- ☐ Solo or Individual artists or unincorporated performing company
- ☐ Other (not an eligible response)

### 2. Are proposed activities accessible to all members of the public? \*

- ☒ Yes (required for eligibility)
- ☐ No

### 3. Do proposed activities occur between 7/1/2019 - 6/30/2020? \*

- ☒ Yes (required for eligibility)
- ☐ No

### 4. How many years of completed programming does the applicant have? \*

- ☐ Less than 1 year
- ☐ 1-2 years
- ☒ 3 or more years (required minimum to request more than \$50,000 in GPS)

# D. Excellence Page 4 of 10

## 1. Applicant Mission Statement - (Maximum characters 500.) \*

The mission of the New World Symphony (NWS) is to prepare gifted graduates of distinguished music programs for leadership roles in orchestras and ensemble groups throughout the world.

## 2. Proposal Description

Describe the project or program for which you are requesting funding. Include goals, fully measurable objectives, activities, partnerships/collaborations, and a timeline. If you are an LAA or SSO, please include a statement that describes the services provided to your audience (including membership) and how those services are provided.

### Goals, Objectives, and Activities - (Maximum characters 5000.)

**Goals:** Broad statements that are usually general, abstract, issue oriented with realistic priorities. Goals are a long-term end to which programs and activities are developed and should reflect the organization's mission statement. Goals can be listed in priority order and ranked.

**Objectives:** Specific, measurable ends that are achievable within a time frame and mark progress towards achieving goals.

**Activities:** These are the specific activities that achieve the objectives.

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### Overview

The New World Symphony, America's Orchestral Academy (NWS), offers a three-year postgraduate fellowship program focused on orchestral performance and musicianship, audition preparation, audience and community engagement, leadership development, and wellness. NWS's 2019-20 season will continue the tradition of innovative programming and artistic excellence for which the organization has been recognized since its founding in 1987. Of the season's 65 planned ticketed performances, 30% will be presented for free, and 20% will have all tickets priced at \$20 or less. NWS's WALLCAST® concert series—live outdoor broadcasts of select NWS concerts—is free to the public.

### Goal #1

- Prepare NWS Fellows for careers in symphony orchestras and ensembles.

### Objective

- Recruit a visiting faculty to offer Fellows specialized training over a 35-week season.

### Activities

- NWS will engage a visiting faculty of more than 150 conductors, artists, and coaches to offer master classes and private lessons, as well as instruction in audition training, performance psychology, communications, and community engagement.
- Instrumental coaches will work with Fellows on instrumental technique, orchestral section leadership, and ensemble skills. They will also help prepare performance repertoire, lead sectional rehearsals, and play side-by-side with Fellows in weekly rehearsals and performances. Coaches will

include musicians from the San Francisco Symphony, Boston Symphony Orchestra, New York Philharmonic, The Cleveland Orchestra, and the Chicago Symphony Orchestra.

- Leveraging the Internet2 network, NWS will also conduct real-time lessons, master classes, interviews, and rehearsals online with musicians, composers, and performers around the world.

## **Goal #2**

- Provide South Florida audiences with high-quality classical music programs.

## **Objective**

- Present concerts of superior artistic caliber with world-class guest artists.

## **Activities**

- NWS will offer 65 classical music presentations during the 2019-20 season. Sixty-two of these presentations will take place at NWS's campus, the New World Center in Miami Beach, and three will take place at the Adrienne Arsht Center for the Performing Arts in downtown Miami. Performances will encompass an array of presentation formats including traditional, contemporary, family-friendly, and late-night concerts.
- In addition to NWS Co-Founder and Artistic Director Michael Tilson Thomas, approximately 30 guest artists will perform with NWS Fellows for South Florida audiences. Confirmed guest conductors for the upcoming season include Roberto Abbado (Artistic Partner, The Saint Paul Chamber Orchestra), Joshua Gersen (Assistant Conductor, New York Philharmonic; NWS alumnus), Peter Oundjian (Music Director, Toronto Symphony Orchestra), and Osmo Vänskä (Music Director, Minnesota Orchestra). Confirmed guest artists include violinists Anthony Marwood, Christian Tetzlaff, and Pinchas Zuckerman; cellist Tamás Varga; and pianists Inon Barnatan, Hélène Grimaud, and Yuja Wang.

## **Goal #3**

- Provide artistic and educational programs that help introduce new audiences to classical music.

## **Objectives**

- Provide families, students, teachers, and adults of all ages opportunities to experience classical music.
- Enhance the artistic and educational experience of South Florida residents by offering a variety of free community engagement programs.

## **Activities**

- NWS's community engagement programs allow Fellows to mentor student musicians, provide music lessons, coach local school bands and orchestras, and offer concerts tailored to special audiences. NWS also offers financial assistance to several youth-based partner organizations for instrument repair and purchase. These programs are provided at no charge to participants.
- Fellows will receive training on the following specialized topics: Addressing the Audience from the Stage; Presentations in the Community; Long-term Classroom Teaching; and Digital Engagement. Fellows will practice their skills in the concert hall, schools, community spaces, and online.

## **Goal #4**

- Train NWS Fellows to be effective advocates for classical music in the communities where they secure professional positions.

## Objective

- Offer a broad curriculum that builds Fellows' engagement and leadership skills.

## Activities

- NWS's fellowship program serves to develop musician leaders who can apply their skills and sensibilities in existing organizations and/or through entrepreneurial efforts. Fellows will participate in workshops that focus on topics such as non-profit organizational structure, fundraising, concert programming, media training, business creation, labor relations, and negotiation.
- NWS believes that orchestral musicians should be ambassadors for the art form—as advocates, educators, mentors, and leaders. The curriculum will prepare Fellows to be confident, deliberate, influential artist-leaders in whatever professional endeavors they pursue.

## Partnerships & Collaborations - (Maximum characters 2000.)

Describe any partnerships and/or collaborations with organizations directly related to the Specific Cultural Project (SCP) or General Programing (GPS). Discuss the responsibilities and benefits of the relationship and whether any formal agreements are in place.

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NWS frequently partners with local arts and philanthropic organizations. NWS is a resident company of the Adrienne Arsht Center of the Performing Arts, and has partnered with this organization several times each season since its opening in 2006. NWS also partners with more than 100 schools and organizations throughout Miami-Dade County each season through community engagement programming.

NWS has partnered with The Sphinx Organization and the League of American Orchestras in the creation of the National Alliance for Audition Support, a field-wide initiative with the long-term goal of increasing diversity in American orchestras. NWS has also partnered with Carnegie Hall its NYO2 program, an orchestral training program for talented young American instrumentalists ages 14-17, with a focus on recruiting musicians from communities underrepresented in classical music.

NWS maintains a partnership with the Kellogg School of Management at Northwestern University to provide entrepreneurial training tailored to Fellows' priorities and needs. The program is facilitated by Kellogg professors and NWS professionals, and incorporates NWS alumni who are leaders in their communities or institutions, or who have started their own ventures.

NWS is the lead partner and curator of MUSAIC, an online video library of master classes, orchestral excerpts, how-to lessons, and full performances. To establish MUSAIC, NWS formed partnerships with the Cleveland Institute of Music, Curtis Institute of Music, the Royal Danish Academy of Music, Eastman School of Music, Manhattan School of Music, Guildhall School of Music & Drama, the San Francisco Conservatory of Music, UMKC Conservatory of Music and Dance, and USC's Thornton School of Music. These institutions all contribute content for the site on an ongoing basis.

Formal agreements are in place for these partnerships.

## Timeline - (Maximum characters 2000.)

List timeline of activities during the grant period.

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Administrative activities will take place on an ongoing basis between July 1, 2019 and June 30, 2020. The 35-week rehearsal and performance season will begin on September 3, 2019 and end on May 3, 2020.

# E. Impact Page 5 of 10

## Instructions

Do not count individuals reached through TV, radio, cable broadcast, the Internet, or other media. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Applicants to the UCCD Salary Assistance category should calculate the number of individuals benefitting based on the number of jobs the grant funds in the application is supporting. If it is only one (1) position, then the number of individuals benefitting should be one (1).

### 1. What is the estimated number of proposal events? \*

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50

### 2. What is the estimated number of opportunities for public participation? \*

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65

### 3. How many Adults will be engaged? \*

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49,000

### 4. How many school based youth will be engaged? \*

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11,000

### 5. How many non-school based youth will be engaged? \*

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4,500

### 6. How many artists will be directly involved? \*

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500

**Total number of individuals who will be engaged?**



**7. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): \***

☒ Older Adults (65+ years)

**8. Select all categories that make up 25% or more of population directly benefitting (excluding broadcasts and online programming): \***

☒ White

**9. Additional impact/participation numbers information (optional) - (Maximum characters 500.)**

Use this space to provide the panel with additional detail or information about the impact/participation numbers.

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The project impact number for individuals benefitting from the project includes not only artists, concert hall attendees, and community engagement participants, but also audience estimates for NWS's outdoor WALLCAST® concert series.

**10. In what counties will the project/program actually take place?**

Select the counties in which the project/programming will actually occur. For example, if your organization is located in Alachua county and you are planning programming that will take place in Alachua as well as the surrounding counties of Clay and St. Johns, you will list all three counties. Please do not include counties served unless the project or programming will be physically taking place in that county. *State Service Organization* applicants: Select all counties that will be served by your programming.

☒ Miami-Dade

**11. Proposal Impact - (Maximum characters 3500.) \***

Describe the economic impact of your organization as a whole and of the proposal in particular on your local community. Include a description of your proposal's education and outreach activities.

*Organizations:* Include the economic impact of your organization as a whole.

*Solo Artists:* Include any positive social elements and community engagement anticipated from the project.

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**Economic Impact**

Spending in 2015 by Miami-Dade County nonprofit arts & culture organizations and audiences totaled more than \$1.4 billion (Arts & Economic Prosperity V; Americans for the Arts). The same report finds that nonprofit arts & culture event attendees spend an average of \$35.34 per person excluding the cost of admission (e.g., meals, ground transportation, lodging). With a total population served of approximately 65,000 Florida residents and visitors of all ages, NWS's 2019-20 season will be a significant contributor to the economic health of the local community.

## Education and Outreach Activities

NWS's community engagement programs are learning experiences for the Fellows and for our partners in the South Florida community, across the U.S., and internationally. The broad array of musical and educational offerings provides families, students, teachers, and adults of all ages opportunities to learn and experience classical music.

NWS's 2019-20 Community Engagement activities will include the following free programs:

**Education Concerts:** Four daytime concerts designed to introduce schoolchildren (grades 4 through 12) to the concert-going experience, major orchestral works, and famous composers. NWS provides free round-trip bus transportation for all attendees, and teachers receive a study guide to heighten the educational impact of the performance. A post-produced broadcast of the concerts will be made available online for schoolchildren around the country in the spring of 2020.

- Estimated participation, in-person: 2,500 students; 30 schools
- Estimated participation, webcast: 3,000 students

**NWS in the Schools and Community:** Fellows visit area schools to make 30 to 60-minute interactive and thematic musical presentations aimed at helping children discover classical music. NWS Fellows also perform in various other community venues, including hospitals, hospices, and senior centers.

- Ongoing
- Estimated participation: 3,000 community members; 40 organizations

**Rehearsal Observations:** During these visits, local groups attend NWS rehearsals with internationally renowned conductors and soloists. Prior to rehearsals, attendees meet with Fellows to learn about both the musical pieces and the instruments. Participating organizations include K-12 schools, universities, and adult learning centers.

- Ongoing
- Estimated participation: 750 attendees; 15 schools/organizations

**Side-by-Side Concert:** Advanced young instrumentalists (grades 7 through 12) audition for the chance to perform alongside Fellows in a Side-by-Side concert conducted by NWS Co-Founder and Artistic Director Michael Tilson Thomas. Participating students develop a musical working relationship with the Fellows as they together prepare and perform orchestral works. The auditions are open to string, woodwind, brass, and percussion students.

- Estimated participation: 50 students; 20 schools

**MusicLab:** This season-long music mentorship program brings NWS Fellows into the youth music programs of four partner organizations in Miami-Dade County. The program supplements existing community and school music programs by having Fellows offer instrumental training to young musicians enrolled in these programs. The program also builds and enhances Fellows' teaching skills. Each season concludes with a celebratory concert performance with all participants at New World Center.

- Ongoing
- Estimated participation: 150 students

## 12. Marketing and Promotion - (Maximum characters 3500.) \*

Describe the marketing/promotion/publicity plans and audience development/expansion efforts as related to the proposal. For example, include information on advertising, social media, collaboration with local organizations,

brochures, etc.

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Recognizing that the pace at which patrons receive and process information keeps accelerating, NWS has adapted its marketing and audience development strategies to keep up with these shifts. While NWS still buys print advertisements in certain instances, the primary emphasis is now digital. NWS uses a metrics-based approach to assess and adjust digital advertising campaigns' effectiveness.

A robust, segmented email strategy is at the core of NWS's marketing. Survey data and Google analytics have confirmed that email is NWS's most effective tool to engage patrons. NWS sends nearly 600 emails during the season, including 90 targeted newsletters, 30 partner event notices (which are traded for inclusion in partner email campaigns), 85 reminders and customer service messages, and 35 satisfaction surveys. NWS cross-promotes events to patrons who have attended one type of NWS performance and might like something similar.

Direct mail (e.g., Single Ticket Brochures, postcards) are sent to 70,000+ households several times per season. NWS also trades direct mail lists with other local cultural organizations, including Pérez Art Museum Miami, Seraphic Fire, Miami City Ballet, Adrienne Arsht Center for the Performing Arts, The Cleveland Orchestra, Florida Grand Opera and the Frost Museum. Ads are also placed with WLRN Public Radio (91.3 FM) and Shake 108, a new online radio station.

NWS has developed a strong social media presence, with a Director of Digital Communication who works across departments to optimize NWS external messaging for digital platforms. NWS's Facebook page (<https://www.facebook.com/NewWorldSymphony>) has more than 32,000 followers and a five-star rating based on over 12,600 visits; NWS's Twitter account (<https://twitter.com/NWSymphony>) has 15,300 followers; and NWS's Instagram account (<http://instagram.com/NWSymphony>) has 9,300 followers. These figures represent increases of 29%, 18%, and 617%, respectively, over the past three years.

NWS regularly analyzes its own database, including: percentage of first-time ticket buyers and subsequent purchases made, attendance rates, direct feedback about new programs, and trends in purchasing timelines. Insights from these sources inform strategy development for upcoming campaigns, creating a deeper understanding of audience reactions to NWS's programming experiments.

NWS believes that understanding actual patron behavior, paired with robust survey data, improves staff decision-making related to audience retention and development. This approach also helps NWS respond to the shifting ways in which audiences receive information and make decisions about attending live performing arts events.

# F. Management and Operating Budget Page 6 of 10

## 1. Fiscal Condition and Sustainability - (Maximum characters 1750.) \*

Describe the fiscal condition of the organization as it relates to the successful completion of the proposal. Also describe plans to sustain the proposal activities after the grant period.

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NWS maintains a healthy financial position. After several years of rapid but carefully planned budget growth following the move into New World Center, NWS's annual operating budget has stabilized near its target of \$16.5 million; the FY18 operating budget is forecast to be \$16.8 million. This level is believed to be appropriate and sustainable. Limiting annual growth for the next few years to 1-2% is not expected to unduly constrain opportunities for program enhancements and new initiatives.

To address long-term institutional sustainability, in FY14 the Board of Trustees for the first time approved an operating budget and a five-year pro forma that assumes annual operating surpluses rather than the traditional balanced budget. Besides providing for a built-in contingency, a steadily growing reserve fund addresses institutional opportunities, needs, and vulnerabilities that are not reflected in the regular operating budget. The reserve currently stands at \$6.2 million.

## 2. Evaluation Plan - (Maximum characters 1750.) \*

Briefly describe your methods and processes for gathering, analyzing, and reporting data to evaluate your programming with the purpose of improving, deciding to continue, or stopping.

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NWS evaluates its programs using the following measures:

- Fellow success: for each of the past three seasons, an average of 20 Fellows and 30 alumni have won jobs in orchestras, ensembles, and organizations worldwide.
- Ticket sales and attendance figures: Box office data for NWS's five most recent seasons demonstrate that ticket sales are consistent, with an average of 95% of available tickets issued for its concerts. Purchases are categorized as follows – 29% Single Tickets; 34% Subscription Tickets; 29% Free Concerts; and 8% Other (e.g., sponsors, staff). Attendance has been steady, with no more than a 2% year-to-year variation.
- Critical acclaim: NWS receives consistently positive concert reviews in local and national publications.
- Community outreach: an average of 12,500 youth, children, and adults from more than 100 schools and organizations are served annually by NWS's community engagement programs.

NWS regularly collects qualitative information from audiences via surveys, interviews, and focus groups. The data expands our understanding of audiences' experiences, and helps to inform programming and marketing decisions. A majority of post-concert survey respondents have provided positive feedback, with high average scores for measures of intrinsic impact (i.e., captivation, emotional resonance, satisfaction, and enrichment).

Fellows' musical ability is evaluated on an ongoing basis by Musician Advancement staff as well as visiting faculty. Fellow-led committees evaluate the Fellowship program; the Orchestra Committee, Housing Committee, and Community Engagement Committee meet periodically with faculty and staff to discuss issues and problems.

### 3. Completed Fiscal Year End Date (m/d/yyyy) \*

6/30/2017

### 4. Operating Budget Summary

Expenses	Previous Fiscal Year	Current Fiscal Year	Next Fiscal Year
1. Personnel: Administrative	\$4,882,383	\$5,071,620	\$5,123,035
2. Personnel: Programmatic			
3. Personnel: Technical/Production	\$1,867,034	\$1,979,223	\$1,990,308
4. Outside Fees and Services: Programmatic	\$1,170,893	\$1,173,642	\$1,173,142
5. Outside Fees and Services: Other	\$1,680,910	\$1,658,367	\$1,711,017
6. Space Rental, Rent or Mortgage	\$2,709,210	\$2,576,315	\$2,644,751
7. Travel	\$262,937	\$238,608	\$278,350
8. Marketing	\$427,203	\$444,154	\$430,450
9. Remaining Operating Expenses	\$5,001,135	\$3,667,389	\$3,191,413
<b>A. Total Cash Expenses</b>	<b>\$18,001,705</b>	<b>\$16,809,318</b>	<b>\$16,542,466</b>
<b>B. In-kind Contributions</b>	<b>\$118,851</b>	<b>\$125,000</b>	<b>\$125,000</b>
<b>C. Total Operating Expenses</b>	<b>\$18,120,556</b>	<b>\$16,934,318</b>	<b>\$16,667,466</b>
<b>Income</b>	<b>Previous Fiscal Year</b>	<b>Current Fiscal Year</b>	<b>Next Fiscal Year</b>

10.	Revenue: Admissions	\$1,412,773	\$1,448,431	\$1,416,020
11.	Revenue: Contracted Services	\$57,500		
12.	Revenue: Other	\$5,842,412	\$5,542,891	\$6,141,255
13.	Private Support: Corporate	\$972,428	\$828,050	\$1,000,000
14.	Private Support: Foundation	\$3,356,346	\$3,261,000	\$3,450,000
15.	Private Support: Other	\$5,723,586	\$5,134,778	\$4,060,000
16.	Government Support: Federal	\$60,000	\$60,000	\$60,000
17.	Government Support: State/Regional	\$92,726	\$50,802	\$10,191
18.	Government Support: Local/County	\$483,934	\$483,366	\$405,000
19.	Applicant Cash			
<b>D.</b>	<b>Total Cash Income</b>	<b>\$18,001,705</b>	<b>\$16,809,318</b>	<b>\$16,542,466</b>
<b>B.</b>	<b>In-kind Contributions</b>	<b>\$118,851</b>	<b>\$125,000</b>	<b>\$125,000</b>
<b>E.</b>	<b>Total Operating Income</b>	<b>\$18,120,556</b>	<b>\$16,934,318</b>	<b>\$16,667,466</b>

## 5. Additional Operating Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the operating budget. For example, if you have a budget deficit or there has been a large change in your operating budget compared with last fiscal year.

## 6. Paid Staff

☐ Applicant has no paid management staff.

☐ Applicant has at least one part-time paid management staff member (but no full-time)

- ☐ Applicant has one full-time paid management staff member
- ☒ Applicant has more than one full-time paid management staff member

**7. Hours \***

- ☒ Organization is open full-time
- ☐ Organization is open part-time

# G. Management and Proposal Budget Page 7 of 10

## 1. Rural Economic Development Initiative (REDI) Waiver \*

☐ Yes

☒ No

## 2. Proposal Budget Expenses:

Detail estimated proposal expenses in the budget categories listed below. Include only expenses that specifically related to the proposal. You can find a list of non-allowable and match only expenses at <http://dos.florida-arts.org/grants/guidelines/2017-2018.gps.guidelines.cfm#budget>.

### Personnel: Administrative \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Marketing, Public Relations, Box Office	\$0	\$1,228,110	\$0	\$1,228,110
2	Development	\$0	\$1,303,371	\$0	\$1,303,371
3	Executive, Finance, Technology and Information Systems	\$0	\$1,699,062	\$0	\$1,699,062
4	Musician Advancement and Community Engagement	\$0	\$1,046,182	\$0	\$1,046,182
Totals:		\$0	\$5,276,725	\$0	\$5,276,725

### Personnel: Technical/Production \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Technical/Production	\$0	\$2,050,017	\$0	\$2,050,017
Totals:		\$0	\$2,050,017	\$0	\$2,050,017

### Outside Fees and Services: Programmatic \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Conductors	\$100,000	\$812,535	\$0	\$912,535
Totals:		\$150,000	\$1,046,605	\$0	\$1,196,605



#	Description	Grant Funds	Cash Match	In-Kind Match	Total
2	Soloists	\$50,000	\$234,070	\$0	\$284,070
<b>Totals:</b>		<b>\$150,000</b>	<b>\$1,046,605</b>	<b>\$0</b>	<b>\$1,196,605</b>

#### Outside Fees and Services: Other \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Orchestra	\$0	\$1,718,379	\$0	\$1,718,379
<b>Totals:</b>		<b>\$0</b>	<b>\$1,718,379</b>	<b>\$0</b>	<b>\$1,718,379</b>

#### Space Rental (match only) \*

#	Description	Cash Match	In-Kind Match	Total
1	Space Rental	\$2,080,524	\$0	\$2,080,524
2	Utilities	\$554,022	\$0	\$554,022
<b>Totals:</b>		<b>\$2,634,546</b>	<b>\$0</b>	<b>\$2,634,546</b>

#### Travel (match only) \*

#	Description	Cash Match	In-Kind Match	Total
1	Artists, Orchestra	\$194,418	\$0	\$194,418
2	Staff	\$88,274	\$0	\$88,274
<b>Totals:</b>		<b>\$282,692</b>	<b>\$0</b>	<b>\$282,692</b>

#### Marketing \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Advertising	\$0	\$222,150	\$0	\$222,150
2	Design / Printing	\$0	\$114,686	\$0	\$114,686
<b>Totals:</b>		<b>\$0</b>	<b>\$434,756</b>	<b>\$0</b>	<b>\$434,756</b>

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
3	Postage Distribution	\$0	\$46,814	\$0	\$46,814
4	Web Design / Other	\$0	\$51,106	\$0	\$51,106
<b>Totals:</b>		<b>\$0</b>	<b>\$434,756</b>	<b>\$0</b>	<b>\$434,756</b>

### Remaining Proposal Expenses \*

#	Description	Grant Funds	Cash Match	In-Kind Match	Total
1	Education and Other Musician Related Expenses	\$0	\$707,215	\$0	\$707,215
2	Concert Production and Related Expenses	\$0	\$715,275	\$0	\$715,275
3	Internet2 and Technology Expenses	\$0	\$304,885	\$0	\$304,885
4	Remaining Operating Expenses	\$0	\$1,717,875	\$125,000	\$1,842,875
<b>Totals:</b>		<b>\$0</b>	<b>\$3,445,250</b>	<b>\$125,000</b>	<b>\$3,570,250</b>

### Amount of Grant Funding Requested:

**\$150,000**

### Cash Match:

**\$16,888,970**

### In-Kind Match:

**\$125,000**

### Match Amount:

**\$17,013,970**

### Total Project Cost:

**\$17,163,970**

### 3. Proposal Budget Income:

Detail the expected source of the cash match recorded in the expenses table in the budget categories listed below. Include only income that specifically relates to the proposal. The Proposal Budget income must equal the Proposal Budget expenses.

**Revenue: Admissions \***

#	Description	Cash Match	Total
1	Admissions	\$1,478,155	\$1,478,155
Totals:		\$0	\$1,478,155

**Revenue: Other \***

#	Description	Cash Match	Total
1	Investment Income	\$4,618,629	\$4,618,629
2	Business Development, Alton Pointe, and Other Earned Income	\$1,686,186	\$1,686,186
Totals:		\$0	\$6,304,815

**Private Support: Corporate \***

#	Description	Cash Match	Total
1	Corporate	\$1,020,000	\$1,020,000
Totals:		\$0	\$1,020,000

**Private Support: Foundation \***

#	Description	Cash Match	Total
1	Foundation	\$3,479,000	\$3,479,000
Totals:		\$0	\$3,479,000

**Private Support: Other \***

#	Description	Cash Match	Total
1	Private / Individual Support	\$2,142,000	\$2,142,000
2	Special Events Proceeds	\$2,000,000	\$2,000,000
Totals:		\$0	\$4,142,000

**Government Support: Federal \***

#	Description	Cash Match	Total
1	National Endowment for the Arts	\$60,000	\$60,000
<b>Totals:</b>		<b>\$0</b>	<b>\$60,000</b>

#### Government Support: Local/County \*

#	Description	Cash Match	Total
1	City of Miami Beach	\$26,250	\$26,250
2	Miami-Dade County (various)	\$378,750	\$378,750
<b>Totals:</b>		<b>\$0</b>	<b>\$405,000</b>

#### Total Project Income:

**\$17,163,970**

#### Proposal Budget at a Glance

Line	Item	Expenses	Income	%
A.	Request Amount	\$150,000	\$150,000	1%
B.	Cash Match	\$16,888,970	\$16,888,970	98%
	Total Cash	\$17,038,970	\$17,038,970	99%
C.	In-Kind	\$125,000	\$125,000	1%
	Total Proposal Budget	\$17,163,970	\$17,163,970	100%

#### 4. Additional Proposal Budget Information (optional) - (Maximum characters 500.)

Use this space to provide the panel with additional detail or information about the proposal budget. For example, if you have more in-kind than you can include in the proposal budget you can list it here.

# H. Accessibility Page 8 of 10

## 1. Describe how the facilities and proposal activities are accessible to all audiences and any plans that are in place to improve accessibility. - (Maximum characters 2500.) \*

For example, explain use of accessibility symbols in marketing materials, accessibility of facilities and programming and/or target population. You can find resources on accessibility at <http://dos.myflorida.com/cultural/info-and-opportunities/resources-by-topic/accessibility/>. We encourage all applicants to include images in the support materials showing the use of accessibility symbols in marketing materials.

NWS welcomes all visitors and strives to make its performances and facilities accessible to all patrons. Accessibility information is detailed on NWS's website (<http://www.nws.edu/Access>). Related inquiries and requests are handled by front-of-house staff, who have received ADA training. Accommodations requests are met with every effort to support guests' needs.

NWS owns and operates New World Center, which includes its administrative offices and performances spaces. All areas of New World Center are wheelchair and motorized-scooter accessible, including its entrances, performance spaces, restrooms, box office, concession stand, dressing rooms, backstage area, practice rooms, and work spaces. The building includes directional signage for accessible entrances and restrooms.

Seating areas for patrons in wheelchairs and their companions are available on all levels of the New World Center's performance spaces; guests are asked to request wheelchair-accessible locations when ordering tickets. Some seats are available with removable armrests to enable easier access. A courtesy wheelchair is also available for guest use within the building. All restrooms in New World Center have a wheelchair accessible stall. In addition, gender-neutral, family restrooms are also available on the first and second floors. These restrooms can also accommodate a care provider.

Service animals are welcome at New World Center. Assistive listening devices are available for all NWS performances at no charge. Neck loopsets are also available for users of hearing aids with t-coils.

For select concerts, NWS offers a Sensory-Friendly Environment for families with members (both children and adults) with Sensory Processing Disorders (SPD) and Autism Spectrum Disorders (ASD). This is an area for the entire family, designed to be welcoming, safe and comfortable, where they can watch a live audio and video feed of a concert. Entry to this area is free.

Additional services are available upon request with advance notice, including audio description equipment, sign language interpretation, large-print program materials, and opened captioning.

## 2. Policies and Procedures

☒ Yes

☐ No

### 3. Staff Person for Accessibility Compliance

☒ Yes

☐ No

**If yes, what is the name of the staff person responsible for accessibility compliance?**

Yuri Rebello

### 4. Section 504 Self Evaluation

☒ Yes, the applicant has completed the Section 504 Self Evaluation Workbook from the National Endowment for the Arts.

☐ Yes, the applicant completed the Abbreviated Accessibility Checklist.

☐ No, the applicant has not conducted an accessibility self-evaluation of its facilities and programs.

**If yes, when was the evaluation completed?**

7/1/2017

# I. Attachments and Support Materials Page 9 of 10

**Complete the support materials list using the following definitions.**

- **Title:** A few brief but descriptive words. Example: "Support Letter from John Doe".
- **Description:** (optional) Additional details about the support materials that may be helpful to staff or panelists. Identify any works or artists featured in the materials. For larger documents, please indicate page number for DCA credit statement and/or logo.
- **File:** The file selected from your computer. For uploaded materials only. The following sizes and formats are allowed.

Content Type	Format/extension	Maximum size
Images	.jpg or .gif	5 MB
documents	.pdf or .txt	10 MB
audio	.mp3	10 MB
video	.mp4, .mov, or .wmv	200 MB

## 1. Required Attachment List

Please upload your required attachments in the spaces provided. .

## Substitute W-9 Form

File Name	File Size	Uploaded On	View (opens in new window)
NWS - Substitute Form W-9.pdf	33 [KB]	5/31/2018 10:49:02 AM	<a href="#">View file</a>

## 2. Support materials (Optional)

File	Title	Description	Size	Type	View (opens in new window)
NWS - Audio Sample 1 (excerpt_Copland, Suite from Appalachian Spring).mp3	Audio Sample 1: NWS performs Copland	[excerpt] Led by guest conductor James Gaffigan, the New World Symphony performs Aaron Copland's Suite from Appalachian Spring at the New World Center on December 2, 2017.	4208 [KB]		<a href="#">View file</a>

File	Title	Description	Size	Type	View (opens in new window)
NWS - Audio Sample 2 (excerpt_Stravinsky, The Firebird).mp3	Audio Sample 2: NWS performs Stravinsky	[excerpt] Led by NWS Co-Founder and Artistic Director Michael Tilson Thomas, the New World Symphony performs Igor Stravinsky's The Firebird at the New World Center on February 17, 2018.	3659 [KB]		View file
NWS - Video_Music for Every South Florida Student.mp4	Video: Community Engagement	NWS Education Concerts are designed to be an inspirational experience outside the classroom for South Florida students in grades 4-12. (Please note: this video was produced for Give Miami Day, the Miami Foundation's annual fundraising initiative.)	35975 [KB]		View file
NWS - Board of Trustees.pdf	2018-19 Board of Trustees		91 [KB]		View file
NWS - Community Engagement Brochure, 2017-18.pdf	Brochure: Community Engagement		2606 [KB]		View file
NWS - Video_Bravo Student Profile, May 2017.mp4	Video: MusicLab	Profile video of 2017 MusicLab participant Tyrique Wilson, shown prior to the end-of-year concert.	25895 [KB]		View file
NWS - Select Concert Reviews, 2017-18.pdf	Select NWS Concert Reviews, 2017-18		811 [KB]		View file
NWS - Single Ticket Brochure, Winter-Spring 2018.pdf	Brochure: Single Tickets, Winter/Spring 2018	Includes DCA logo recognition on pages 7, 8, 12, and 20.	4224 [KB]		View file
NWS - Subscription Brochure, 2018-19.pdf	Brochure: Subscriptions, 2018-19	Includes DCA logo recognition on page 11.	2206 [KB]		View file



File	Title	Description	Size	Type	View (opens in new window)
NWS - Select Press Coverage, 2017- 18.pdf	Select press coverage, 2018		1970 [KB]		<a href="#">View file</a>

# J. Review & Submit Page 10 of 10

## 1. Review and Submit

☒ I hereby certify that I am authorized to submit this application on behalf of New World Symphony, Inc. and that all information indicated is true and accurate. I acknowledge that my electronic signature below shall have the same legal effect as my written signature. I am aware that making a false statement or representation to the Department of State constitutes a third degree felony as provided for in s. 817.155, F.S., punishable as provided for by ss. 775.082, 775.083, and 775.084.

## Guidelines Certification

☒ I hereby certify that I have read and understand the guidelines and all application requirements for this grant program as outlined under section , Florida Statutes 265.286 and 1T-1.036, Florida Administrative Code.

## Signature (Enter first and last name)

Julisa Fuste

